Utah Worksites:
On the Path to Corporate Wellness

UTAH COUNCIL
for Worksite
Health
Promotion

Results of the 2001 Utah Worksite Health Promotion Survey
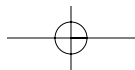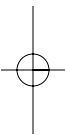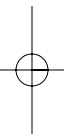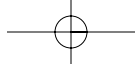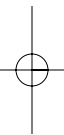
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For a copy of the 2001 Utah Worksite Health Promotion Survey and the
A Healthy Worksite Award application, please visit:

www.health.utah.gov/worksitewellness
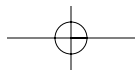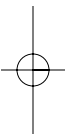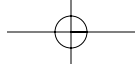
Introduction

This report discusses the results of the 2001 Utah Worksite Health Promotion Survey (located at **www.health.utah.gov/worksitewellness**). The responses include those from 501 businesses across the state of Utah. Survey questions were categorized into nine criteria adapted from a partial list of best practice health promotion strategies unique to work settings (Chapman, 2002). Best practices are the criteria that define strategies for a successful, comprehensive worksite health promotion program. The nine criteria are listed below:

1. *Senior Management Support* - cultivating a strong level of support for health promotion among senior managers.

2. *Align Program with Strategic Business Objectives* - assuring that the health promotion program is compatible with and supportive of strategic business objectives.

3. *Need-based Programming* - programming that addresses the perceived needs of individuals in the target population.

4. *Menu-driven Programming* - using a mix of intervention modalities based on the preferences of individuals in the target population.

5. *Maximizing Participation Levels* - using methods and strategies that assure maximum levels of participation by individuals who can benefit from programming.

6. *Annual Health Risk Appraisal Process* - utilizing an annual survey device for planning, targeting, and evaluation.

7. *Use of Appropriate Incentives -* using appropriately designed incentives for the completion of Health Risk Appraisals, participation in program activities, and attainment of wellness accomplishments.

8. *Creation of Supportive Cultures* - using interventions that help catalyze supportive cultural norms and expectations about health promotion.

9. *Creation of Supportive Environments* - adopting interventions that modify the environment of the worksite to make health promotion behavior easier to initiate and maintain.

Executive Summary

The following are the most significant results from the survey:

• Worksites with wellness committees (funded or not) are more likely to have healthy worksite opportunities than those without wellness committees.

• Large companies (100+ employees) are fourteen percent more likely to have a wellness committee than medium companies (50-99 employees). Of those companies with a wellness committee, less than half have a budget. About half of those companies with a wellness committee have a designated person responsible for that committee.

• Large companies distribute twenty percent more health messages via e-mail and/or intranet than do medium companies.

• More Utah businesses offer stress management classes to their employees than any other type of class (such as nutrition/weight management, physical fitness, and tobacco cessation).

• Larger companies are twice as likely to offer evaluation screenings for blood pressure, cholesterol, physical fitness, body fat/weight, blood sugar, periodic health exams and nutrition than are medium companies.

• Medium companies are more likely to have a policy for healthy food options than are larger companies.

• Eighty-six percent of Utah businesses have an Employee Assistance Program (EAP).

When a strong level of support exists for health promotion programs among senior managers, four criteria are correlated: need-based programming, menu-driven programming, creation of supportive cultures, and creation of supportive environments. When any one of these criteria are present in a company, the others are likely to be present as well.

For instance, if there is a strong level of support for health promotion programs among senior managers, there are likely to be policies in harmony with business objectives. There is also an increased likelihood that interventions will be based on the preferences of individuals in the employee target population. This creates supportive cultures that support healthy cultural norms and expectations, making health promotion behavior easier to initiate and maintain.

What is Worksite Health Promotion?

"Worksite health promotion refers to the systematic approach endorsed by an organization designed to enhance the health of the company and its most important asset: its employees. Worksites provide a captive audience for promoting health and a natural opportunity for positive reinforcement of both adoption and maintenance of healthy lifestyle behaviors.

Not only is worksite health promotion effective in impacting health status but it also reinforces a myriad of business efforts aimed at improving work productivity, effectiveness and controlling costs associated with illness and injury. Essentially, worksite health promotion is an investment in human capital. Healthier employees yield bottom-line results for all organizations. Studies have consistently shown that healthy people make healthy companies."
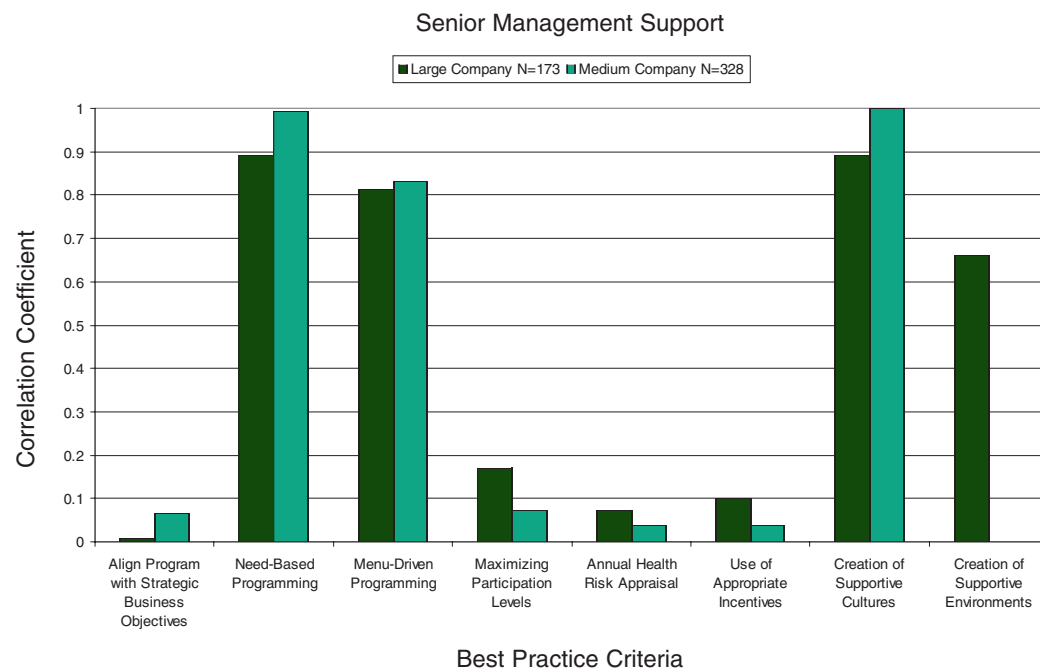
(Association for Worksite Health Promotion, 1998)

Senior Management Support

Why is it important?

The success of any program within a company requires senior management support. Senior executives make decisions about budgets, organizational agendas, and communication outlets, all of which are necessary for any health promotion initiative to be successful. A message from the CEO can reinforce the senior management's commitment to the cause. It also demonstrates support from the top, which will generally motivate employees to listen.

Senior Management Support

■ Large Company N=173 ■ Medium Company N=328

Y-axis: Correlation Coefficient
X-axis: Best Practice Criteria

Categories: Align Program with Strategic Business Objectives; Need-Based Programming; Menu-Driven Programming; Maximizing Participation Levels; Annual Health Risk Appraisal; Use of Appropriate Incentives; Creation of Supportive Cultures; Creation of Supportive Environments

This graph shows that senior management support is highly correlated with need-based programming, menu-driven programming, and the creation of supportive cultures and environments. Companies with senior management support are much more likely to have need-based programming, menu-driven programming, and the creation of supportive cultures and environments. For example, a company with a wellness committee is more likely to have policies in place to promote healthy environments.

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Note: The data for medium companies with the creation of supportive environments is not available because there was no change in value and a correlation coefficient could not be computed.

Senior Management Support *At a Glance*

Large Companies (100+ employees)

• Thirty-two percent of large companies have a wellness committee.

• Forty-two percent of large companies with a wellness committee have a budget.

• Close to half (forty-six percent) of large companies receive messages from the CEO.

• Almost half of all large companies have a designated person responsible for wellness committees.

Medium Companies (50-99 employees)

• Only eighteen percent of medium companies have a wellness committee.

• Thirty-eight percent of the medium companies with a wellness committee have a budget.

• Thirty-nine percent of medium companies surveyed receive messages from the CEO.

• Of those medium companies surveyed, forty-five percent have a person responsible for wellness programs.

> ## Did you know?
>
> "Evidence that worksite programs are cost effective is growing. Such programs may even reduce employer costs for insurance premiums, disability benefits, and medical expenses."
>
> -Centers for Disease Control and Prevention, Healthy People 2010 Objectives

Need-based Programming

Why is it important?

When designing health promotion initiatives, it is important to choose appropriate interventions based on the preferences of the individual. Successful health promotion initiatives identify the perceived needs of the target population, including benefits and barriers of healthy behaviors. Programs based on participants perceived needs have been shown to be more effective than programs that do not take the participants needs into consideration.

Need-based Programming

■ Large Company N=173 ■ Medium Company N=328

Best Practice Criteria
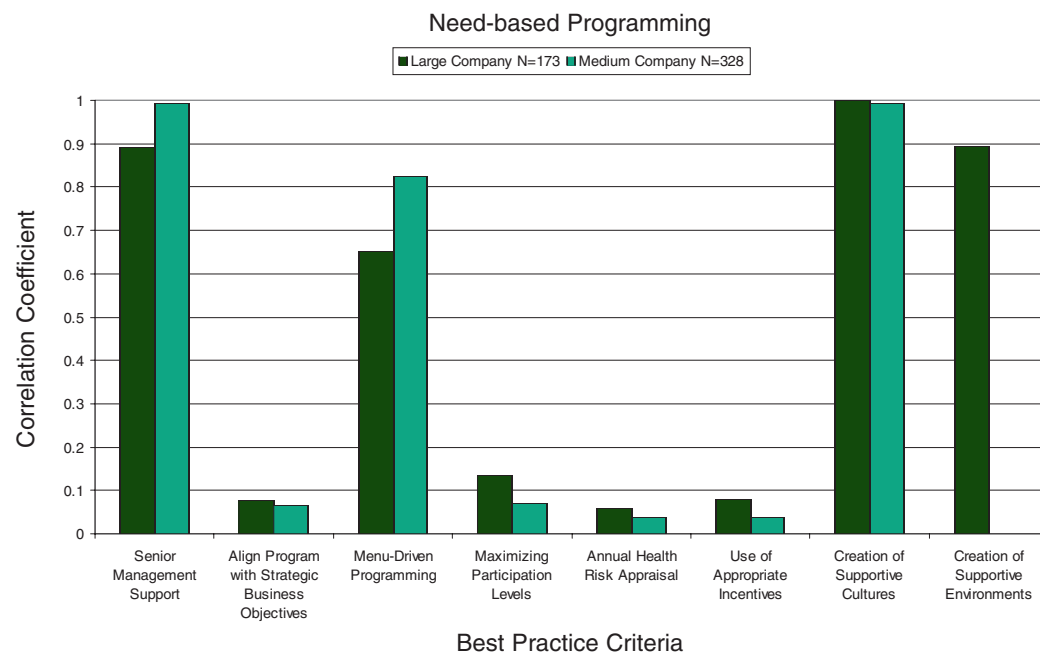
This graph shows that need-based programming is correlated with senior management support, menu-driven programming, and the creation of supportive cultures and environments. Companies with need-based programming are more likely to offer classes based on the needs and preferences of individuals in their target populations.

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Note: The data for medium companies with the creation of supportive environments is not available because there was no change in value and a correlation coefficient could not be computed.

Need-based Programming *At a Glance*

Large Companies (100+ employees)

• Large companies distributed twenty percent more health messages via e-mail and/or intranet than did medium companies.

• Twenty-nine percent of larger companies offer nutrition/weight management classes.

• Twenty-eight percent offer classes in physical fitness.

• Only twenty-five percent of large companies offer employees tobacco cessation classes.

• Thirty-eight percent of large companies offer stress management classes to their employees.

Medium Companies (50-99 employees)

• More than half (fifty-nine percent) of medium companies distribute health messages via e-mail and/or intranet.

• Fifteen percent of medium companies offer nutrition/weight management classes.

• Sixteen percent offer physical fitness classes.

• A little over ten percent offer tobacco cessation classes.

• Twenty percent offer stress management classes.

Did you know?

"Worksite physical activity and fitness programs provide a mechanism for reaching large numbers of adults and have at least short-term effectiveness in increasing the physical activity and fitness of program participants."

-Centers for Disease Control and Prevention, Healthy People 2010 Objectives
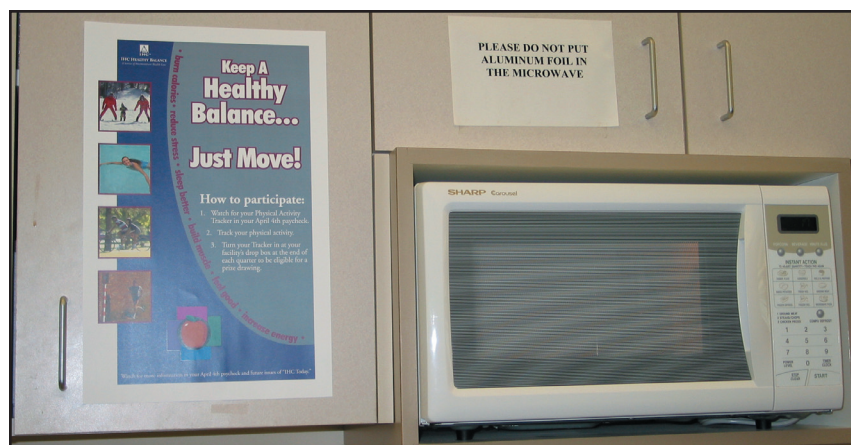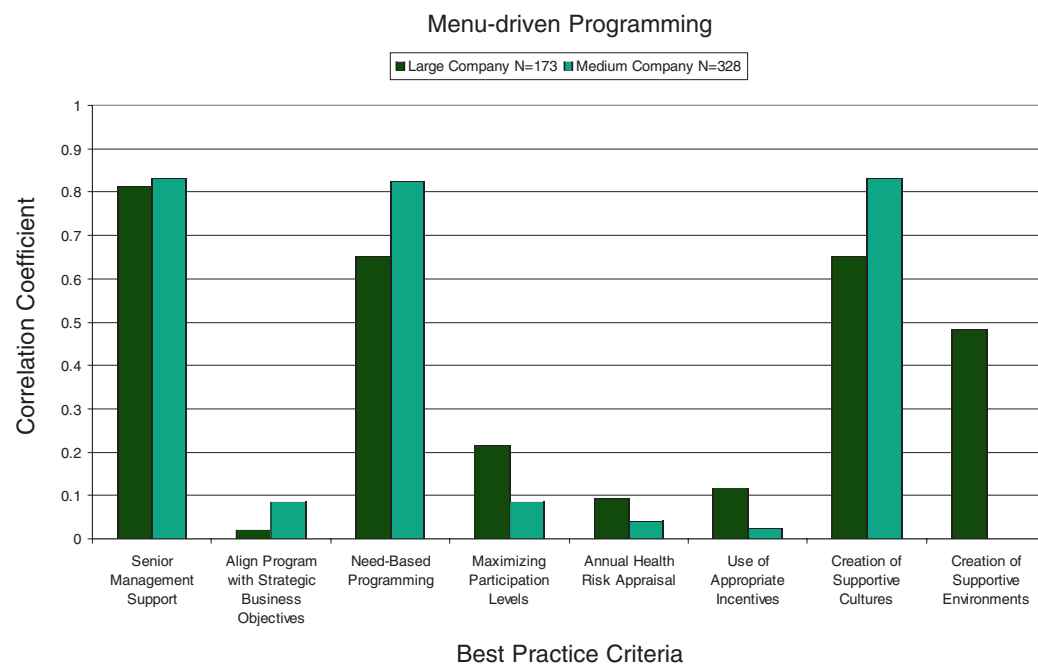
Menu-driven Programming

Why is it important?

Once the needs of employees are identified, companies can use a combination of interventions and a variety of channels to ensure a successful program. Rapid advances in technology provide companies with an inexpensive way to send health messages via e-mail and/or intranet to their target population.

Health-related classes are also key in menu-driven programming, as they address the specific needs of the individual. Offering these classes demonstrates employer concern for the health and well-being of employees. By offering screenings, employers place an emphasis on prevention. Employees have a variety of education levels, learning styles, and experience.

Menu-driven Programming

■ Large Company N=173 ■ Medium Company N=328

This graph shows that menu-driven programming is correlated with senior management support, need-based programming, and the creation of supportive cultures and environments. Companies which utilize menu-driven programming are more likely to have a high level of support among senior management, need-based programming, and create supportive cultures and environments. This explains why key messaging about health issues and concerns is more likely to happen with senior management support.

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Note: The data for medium companies with the creation of supportive environments is not available because there was no change in value and a correlation coefficient could not be computed.

Menu-driven Programming *At a Glance*

Large Companies (100+ employees)
- Eighty-five percent of large companies offer on-site weight management/nutritional information.

- Only sixty-eight percent of large companies offer self-help materials.

- Forty-one percent offer one-on-one follow-up.

- Sixty-five percent have a weight management/ nutrition health fair.

Medium Companies (50-99 employees)
- Eighty percent offer on-site weight management and nutritional information.

- Eighty-five percent offer weight management/ nutrition self-help materials compared to sixty-eight percent of large companies.

- Fifty-one percent offer weight management/nutrition one-on-one follow-up versus forty-one percent of large companies.

- Sixty-one percent have a weight management/nutrition health fair.

> ## Did you know?
>
> "Additional benefits for employers include increased productivity, reduced absenteeism, reduced employee turnover, improved morale, enhanced company image, and enhanced recruitment."
>
> -Centers for Disease Control and Prevention, Healthy People 2010 Objectives

Creation of Supportive Cultures

Why is it important?

If a company has policies for a healthier workplace, norms are set in place that can change behavior. The success of any change in a supportive culture is based on a consistent message. For example, if we allow the sale of tobacco products in our company are we supporting our smoke-free policy? When we write a policy for healthy food options do we offer those choices in vending machines?

Creation of Supportive Cultures

■ Large Company N=173 ■ Medium Company N=328
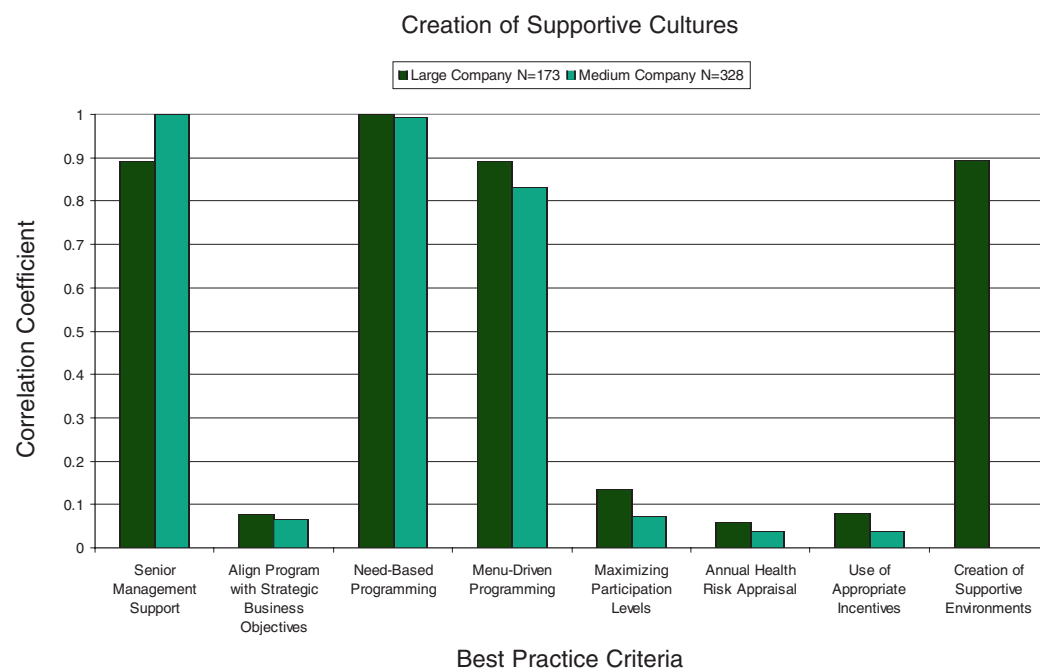
This graph shows that the creation of supportive cultures is correlated with senior management support, need-based programming, menu-driven programming, and the creation of supportive environments. Companies with supportive cultures tend to be the same companies with senior management support, need-based programming, and menu-driven programming. For example, if healthy food options are available in vending machines, employees have a choice to initiate that behavior and purchase healthy food.

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Note: The data for medium companies with the creation of supportive environments is not available because there was no change in value and a correlation coefficient could not be computed.

Creation of Supportive Cultures *At a Glance*

Large Companies (100+ employees)
• Large companies are twelve percent less likely than medium companies to have a policy for healthy food options.

• Twenty-three percent have a policy for flexible schedules for physical activity.

• Tobacco products are available at seventeen percent of large company worksites.

• Seventy-seven percent offer a class on stress management.

• Eighty-six percent of large companies want more information about the A Healthy Worksite Award program.

• Eighty-six percent have an Employee Assistance Program (EAP).

Did you know?

"Including family members and retirees in worksite programs can further increase benefits to employers and the community."

-Centers for Disease Control and Prevention,
Healthy People 2010 Objectives

Medium Companies (50-99 employees)
• Fifteen percent have a policy for healthy food options.

• Sixteen percent have a written policy for flexible schedules for physical activity.

XYZ Healthy Company

Employee Request for Exercise and Health Activity Release Time

In accordance with XYZ Healthy Company Exercise and Health Activity Release Time Policy, I request permission to utilize release time to participate in the following health improvement.

Health Activity _____ Location

The following time schedule will be observed:

Days of the week:_____

Release times: _____

All terms of the policy on exercise and health activity release time will be followed.

Employee Signature _____

Date

Supervisor _____

Date

• Only four percent have tobacco products available at the worksite.

• Seventy-five percent offer a class on stress management.

• Seventy-nine percent want more information about the A Healthy Worksite Award program.

• Eighty-six percent have an Employee Assistance Program (EAP).

Creation of Supportive Environments

Why is it important?

By creating healthier food choices in the workplace environment, an employee will find it easier to maintain healthy behavior. Employees are a captive audience and will eat the items that are offered. Healthy choices can only be made if they are available.

A supportive environment in the workplaces enables employees to initiate and maintain healthy behaviors. For example a flexible fitness facility schedule creates an environment that is accessible to all employees, regardless of what time they work. Extended hours also increase usage of the facility.

Creation of Supportive Environments

■ Large Company N=173 ■ Medium Company N=328
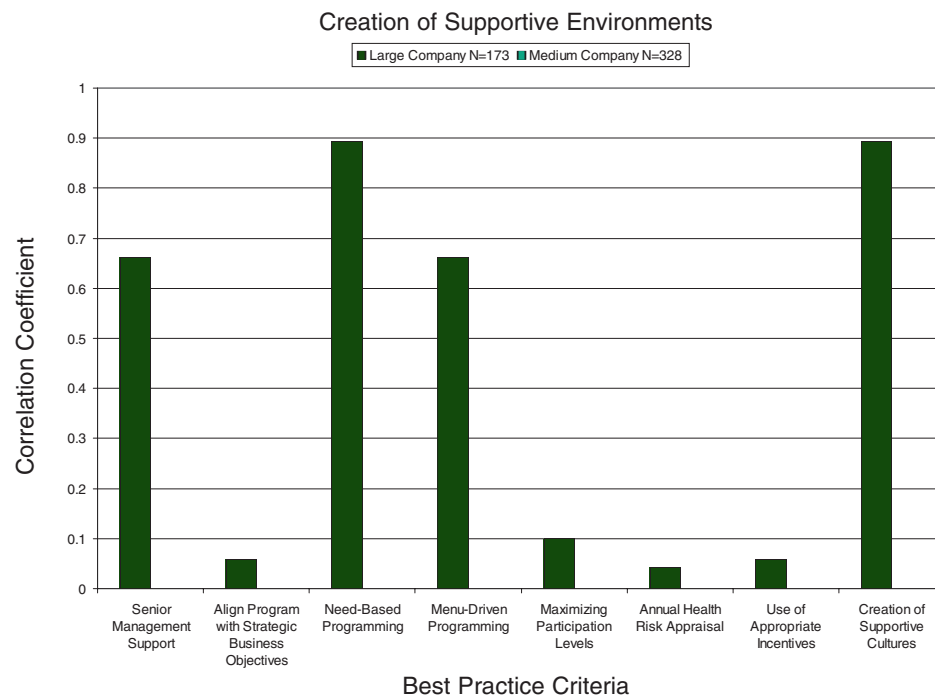
This graph shows that the creation of supportive environments is correlated with senior management support, need-based programming, menu-driven programming, and the creation of supportive environments. It is only representative of the data received from large companies. The companies with supportive environments that offer healthy food choices and fitness facilities are usually the companies with a high level of senior management support. These companies also are more likely to have need-based and menu-driven programming.

Note: The data for medium companies with the creation of supportive environments is not available because there was no change in value and a correlation coefficient could not be computed.

Creation of Supportive Environments *At a Glance*

Large Companies (100+ employees)
- Fifty-one percent have a cafeteria or coffee shop.

- Eighty-one percent have vending machines.

- Seventy-one percent have low-fat snacks available.

- Twenty-two percent provide healthy nutrition signs.

- Twenty-one percent have an indoor fitness facility.

- Sixty percent have showers/lockers/changing areas available.

- Forty-four percent offer discounted/subsidized memberships to health clubs.

- Fifty-four percent promote the use of stairs.

- Forty-nine percent have paved sidewalks or trails for walking.

Did you know?

"Participation in regular physical activity depends, in part, on the availability and proximity of community facilities and on environments conducive to physical activity."

-Centers for Disease Control and Prevention,
Healthy People 2010 Objectives

Medium Companies (50-99 employees)
- Forty-four percent have a cafeteria or coffee shop.

- Sixty-one percent have vending machines.

- Forty-six percent offer low-fat snacks.

- Fifteen percent provide healthy nutrition signs.

- Sixteen percent have an indoor fitness facility.

- Forty-three percent have showers/lockers/changing areas available.

- Twenty-two percent offer discounted/subsidized memberships to health clubs.

- Half of medium companies promote the use of stairs in their facilities.

- Fifty-six percent have paved sidewalks or trails for walking.

Recommendations

1. Use wellness committees to plan and help implement programs

Create a wellness committee with representatives from all areas of your company. Participation should be done on a volunteer basis, which attracts people genuinely interested in the health and wellness of employees. By designating someone to be directly in charge of a wellness committee, he/she can act as a liaison between the employees and management.

2. Invest in your employees

As purchasers of group health and life insurance plans, employers can design employee benefit packages that include coverage for fitness club membership fees and community-based fitness classes. Employers can also offer reduced insurance premiums and rebates for employees who participate regularly in worksite fitness programs, document regular physical activity, quit smoking, lose weight, lower blood pressure/ cholesterol, etc.

3. Evaluate progress

• *Formulate clear goals and objectives*
  Determine short and long term health and wellness goals for your company, then create a comprehensive approach to reach them.

• *Collect data*
  Gather data from health care claims, annual health risk appraisals, health screenings, culture audits, facility assessments, and demographic information.

• *Evaluate data*
  Base evaluation on participation rates, changes in knowledge, attitudes and behavior, return on investment, etc.

4. Participate in the A Healthy Worksite Award program

The Utah Council for Worksite Health Promotion (UCWHP) offers a recognition program that awards businesses for offering employee fitness and health promotion programs. The program acknowledges efforts to facilitate and encourage employee health, enhance productivity, and ensure healthy work environments. For more information visit **www.health.utah.gov/worksitewellness**.

Environmental Supports that Advocate for a Healthy Workplace

Physical Activity Environment

• Support physical activity for all employees with procedures or policies.

• Provide signs to promote using the stairs.

• Send exercise/physical activity messages via e-mail, lectures, newsletters, etc.

• Encourage public transportation.

• Offer incentives/benefits for participation.

• Provide or promote physical activity resources.

• Provide an exercise facility.

• Host a Gold Medal Mile™ walk.

Heart-Healthy Environment

• Provide heart-healthy nutrition messages via e-mail, lectures, newsletters, etc.

• Offer heart-healthy food and beverage choices in cafeterias, snack bars, on-site food vendors, and vending machines.

• Provide microwaves, refrigerators, and adequate eat-in and seating area for employees.

• Encourage heart-healthy food and beverage choices at work meetings and functions.

• Offer educational health-related classes with topics that could include: weight management, high blood pressure management, stress management, etc.

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How Does My Company Compare?

What are the components of a comprehensive worksite wellness program?

Check and see if your worksite has the following:

_____ Cohesive wellness committee

_____ Person responsible for wellness
committee

_____ Formal mission statement
(with employee health identified
as guiding principle)

_____ Documented health promotion plan (with a budget)

_____ Programs available to employees and their spouses

_____ Employee incentive or rewards program
(with documentation of participation and effectiveness)

_____ Written policies related to corporate wellness

_____ Evaluation process to determine the effectiveness of interventions

_____ Compliance with state tobacco use restriction laws

_____ Provides child care information and elder care information

_____ Addresses work and family needs of employees

_____ Provides a regular program for medical self-care

_____ Addresses needs of diverse employee groups

**UTAH COUNCIL
for Worksite
Health
Promotion**

Contact the Utah Council for Worksite Health
Promotion (UCWHP) for more information.
www.health.utah.gov/worksitewellness

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Acknowledgments

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For additional information about the Utah Council for Worksite Health Promotion,
visit **www.health.utah.gov/worksitewellness**

Appendix A: Survey Methodology

Sample

The sample of businesses was drawn from the 1999 Utah Directory of Business and Industry.

The sampling frame was taken from the following CD-ROM: http://dced.utah.gov/BUSDEV/dbi/bizdir99.htm

There were 60,755 employers on the list. A total of 18,669 employers were excluded if they had out-of-state contact information, or were missing employer size or county information. Another 6,529 businesses (11percent) were missing data on the number of employees. Only those employers with valid size codes were included in the survey.

Employers were divided into three size levels: small (1-49), medium (50-99) and large (100+ employees). Businesses with fewer than 50 employees (n=39,062) were excluded from the sample (small businesses have not been/will not be targeted by UDOH worksite interventions).

The remaining 3,135 businesses were stratified by urban/rural (urban included Salt Lake, Davis, Weber, and Utah counties; all other counties were considered rural), and public vs. private sector. Within each of the four stratum, 150 businesses were randomly selected to be included in the sampling pool.

The target population for this survey consisted of 3,135 businesses in the public and private sectors in Utah. Medium companies (50-99 employees) comprised 1,798 (57.3 percent) of the population. Large companies (100-9,999+ employees) comprised 1,337 (42.7 percent) of the population.

The sample consists of 151 employers in the public and private sector in Utah, for a response rate of 85.6 percent. Medium-size companies comprised 65.5 percent (328 of 501) of the sample and large companies accounted for 34.5 percent (173 of 501) of the sample.

Sampling Frame:

	Public	Private	
Urban	502	2182	2,684
Rural	134	317	451
	636	2,499	3,135

Sampled Employers (data was collected from these employers):

	Public	Private	
Urban	126	126	252
Rural	109	140	249
	235	266	501

Prior to analysis, the sample was weighted to reflect the population distribution of employers of 50 or more persons by Urban/Rural location, Public/Private sector and size of the company.

Design and Pretest

A pretest was administered to test the validity of the questions. Upon completion, the questionnaire was revised and another was administered to determine its appropriateness for the target population. Businesses were called during the daytime. Each company was called nine times. If there was no answer, the line was busy, if no one was available, or if they refused to participate, the next company on the list was called. The plan was to conduct 500 interviews, 125 in each stratum. The Rural/Public stratum had only 134 records, so fewer results were obtained from this stratum.